

# TABLE OF CONTENTS

## CITY MANAGER'S MESSAGE

### BUDGET OVERVIEW

Reader's Guide to the Budget	1
Fund Structure	3
Basis of Budgeting	5
Basis of Accounting	5
Budget Process	7
Budget Calendar	9
Appropriations Ordinance	11
Estimated Revenues by Source	39
Estimated Expenditures by Use	40
Estimated Expenditures by Fund	41
Major Revenue Sources	43
Tax Rates and Fees	51
Summary of Changes in Fund	53
Balance & Retained Earnings	
Transfers From/To	58
Personnel Staffing Summary	59
City Indebtedness	65
City-wide Organization Chart	73

### GENERAL FUND REVENUES

General Fund Revenue Summary	75
------------------------------	----

### GENERAL FUND EXPENDITURES

General Fund Expenditures Summary	83
-----------------------------------	----

### DEPARTMENT BUDGETS

#### LEGISLATIVE

City Council	85
City Clerk	86
Records Management	88
City Auditor	90
Real Estate Assessor	93

#### EXECUTIVE

City Manager	95
Budget & Management	98
Communications	101
Intergovernmental Relations	107

#### DEPARTMENT OF LAW 111

## CONSTITUTIONAL OFFICERS

City Treasurer	115
Commissioner of the Revenue	117

## JUDICIAL

Circuit Court Judges	121
Clerk of Circuit Court	123
Commonwealth's Attorney	126
General District Court	129
Juvenile & Domestic Relations Court	131
Magistrate	133
Probation Services	135
Sheriff and Jail	137

## OFFICE OF ELECTIONS 141

## GENERAL MANAGEMENT

<b>Facilities &amp; Enterprise Management</b>	145
<b>Finance</b>	151
City Controller	
Purchasing Agent	
Retirement	
<b>Human Resources</b>	157
<b>Information Technology</b>	163
Radio & Electronics	
<b>Non-Department Appropriations</b>	174
Community Partnerships	
Public Amenities	
Memberships and Dues	

## COMMUNITY DEVELOPMENT

<b>City Planning &amp; Community Development</b>	181
Planning	
Building Construction	
<b>Development</b>	187

# TABLE OF CONTENTS *continued*

## **PARKS, RECREATION & CULTURAL**

<b>Neighborhood &amp; Leisure Services</b>	193
Parks & Forestry	
Recreation	
Neighborhood Outreach	
PACE	
Property Maintenance	
<b>Civic Facilities</b>	203
Harbor Park	
Cultural & Convention Center	
General MacArthur Memorial	
Harrison Opera House & Wells Theater	
<b>Libraries</b>	211
<b>Zoological Park</b>	217

## **PUBLIC HEALTH & ASSISTANCE**

<b>Human Services</b>	221
Social Services	
Youth Services	
Treatment Foster Care	
<b>Public Health</b>	229

## **PUBLIC SAFETY**

<b>Fire-Rescue Service</b>	233
<b>Police</b>	240
Field Operations	
Investigative Services	
Administrative Services	

## **PUBLIC WORKS** 245

Design	
Surveys	
Streets and Bridges	
Waste Management	
Transportation	
Street Lighting	
VDOT Street Maintenance	

## **DEBT SERVICE** 257

## **EDUCATION FUNDS**

Summary	259
Operating Fund	261
Grants	263
Child Nutrition Services	268

## **SPECIAL REVENUE FUNDS**

<b>Special Revenue Fund Summary</b>	269
Cemeteries	271
Emergency Operations Center/911	275
Golf Operations	278
Nauticus	280
Public Amenities	285
Storm Water	286
Towing	290

## **ENTERPRISE FUNDS**

<b>Enterprise Fund Summary</b>	293
<b>Parking Facilities Fund</b>	300
<b>Public Utilities</b>	301
Wastewater Utility Fund	
Water Utility Fund	

## **INTERNAL SERVICE FUNDS**

<b>Internal Service Fund Summary</b>	311
Fleet	313
Storehouse	317

## **CAPITAL IMPROVEMENT PLAN**

<b>Approved FY2004 CIP Budget</b>	
Reader's Guide	321
Funding Sources	324
Uses of Funds	325
CIP Ordinance	331
<b>Five-year Plan Summary</b>	339
<b>General CIP Projects Summaries</b>	
Schools	347
Transportation	351
Economic Development	363
Cultural Facilities	373
Neighborhood Development	385
Public Buildings	401
Parks/Recreation Facilities	433
General & Other	449
<b>Non-General CIP Project Summaries</b>	
Water Fund	455
Wastewater Fund	475
Storm Water Fund	497
Parking Facilities Fund	501
Maritime Center Fund	503

## **STATISTICAL/GENERAL INFORMATION**

<b>General Information</b>	505
----------------------------	-----

## **GLOSSARY/INDEX** 511